

SECRET

Approved For Release 2000/05/16 : CIA-RDP81-00314R000600040003-400
[REDACTED]

CC

JF

3 March 1972

MEMORANDUM FOR: Director of Personnel

SUBJECT : Overview History, 3 March 1972 Report

The massive retyping of the text was finished today, a week ahead
of my estimate, a truly remarkable piece of work on the part of [REDACTED]
25X1A

25X1A

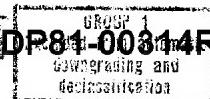
[REDACTED] All that remains now is for me to make a Chronology (Appendix
25X1A
B) as requested by [REDACTED] and complete the master index (Appendix
F). At long last the end is in sight. A content list is attached as
a matter of possible interest pending submission of the complete manu-
script which I will have for you shortly.

5/

25X1A

[REDACTED]

Approved For Release 2000/05/16 : CIA-RDP81-00314R000600040003-40003-4



SECRET

Approved For Release 2000/05/16 : CIA-RDP81-00314R000600040003-4
CIA Internal Use Only
Access Controlled by the Directorate for Support

THE SUPPORT SERVICES HISTORICAL SERIES

OP - 10

PERSONNEL ADMINISTRATION
AN OVERVIEW, 1946-68.

by

25X1A

Historical Staff

Approved For Release 2000/05/16 : CIA-RDP81-00314R000600040003-4

SECRET

SECRET

Approved For Release 2000/05/16 : CIA-RDP81-00314R000600040003-4

FOREWORD

Historically the term personnel administration in the Federal Service conjures up visions of Civil Service clerks in green eye shades poring over official papers -- employment applications, test results, appointment, promotion, and classification actions -- for violations of Federal statutes designed to keep the service free of the spoils system and manned by competent technicians of an equal level of mediocrity. From the very beginning the exempted CIA was determined to avoid some of the rigidities of the Civil Service and to a large degree it did so despite personnel procedures and forms that in some instances were more elaborate and cumbersome than those of that service. The table of organization method of authorizing positions, for example, generated mountains of paperwork, as many as forty thousand personnel actions a year, and a mammoth personal history statement originally required in three copies put the historic Form 57 to shame. The story of that incredible paper pushing operation is only hinted at in the Overview History since it is narrated in full in the Unit Histories of the Office of Personnel. The emphasis in the Overview is more on issues and outcomes, accomplishments, and in some cases the failures, in the twenty year endeavor to develop and apply personnel policies suited to the highly diversified staff of a unique and worldwide organization. Nothing was ever simple, administratively or operationally, in the CIA, and personnel administration borrowed difficulties from both sides. Fortunately, it has been possible, by the use of oral history techniques, to record some of the differing perspectives at the various levels in the organization and to introduce the views and voices of the individuals who have been very close to the problem down through the years. Their insights and reasons as to why steps were taken or not taken, inserted into the narrative at the appropriate time and place by means of the source device, represent the main value of the Overview History to those who will carry on the work of personnel administration in the Agency.

Approved For Release 2000/05/16 : CIA-RDP81-00314R000600040003-4
SECRET

SECRET

Approved For Release 2000/05/16 : CIA-RDP81-00314R000600040003-4

ContentsPersonnel Administration: An Overview
1946-68

	<u>Page</u>
I. <u>Early History and Development</u>	
The Divided Administrative Legacy, SSU/CIG	1
Early Organization and Staff, CIG and CIA	8
The State of the Art, 1947-48, The Meloon Study	13
Appraisal, the Dulles and Eberstadt (Hoover Commission) Surveys, 1948-49	20
Emergence of the Central Personnel Office, 1950	25
Enlargement of the Scope of Office Responsibilities	30
II. <u>The Career Service Program and Personnel Administration, 1950-62</u>	
Factors in the Diffusion of Personnel Authority	36
Career Service Committee, September 1951 - June 1952 (Planning)	41
Career Service Board, 1952-54 (Implementation)	47
The Career Council, 1954-62 (Coordination and Advice)	51
Selection for the Career Service	60
The First Round, 1952-54, Designation to a Career Service,	62
The Second Round, 1954-60, the Career Staff	66
The Third Round, 1960 and Subsequent, The Career Conversion Program	71
Individual Career Boards and Services	73

Approved For Release 2000/05/16 : CIA-RDP81-00314R000600040003-4

SECRET

SECRET

Approved For Release 2000/05/16 : CIA-RDP81-00314R000600040003-4

III. Basic Personnel Administration in the Fifties

Problems of the Meloon Period, 1951-55	81
Effect of the Korean Hump on the Personnel Program	87
Reconciling Tables of Organization and Ceiling . .	87
Accomplishments	95
Organization and Staffing, 1951-54	99
The 1955-56 Holding Period	103
Rebuilding Lost Confidence, The Stewart Regime, 1956-60	111
Controlled Staffing	118
System and Methods	123
Organization and Staffing	132

IV. Personnel Administration in the Sixties: The Echols Incumbency, 1960-68

The Changed Organizational Environment	134
Implementing the 701 Program, 1961-62	139
Disappearance of the Career Council and the Career Staff, 1962	144
Monitoring Role, The July 1962 Echols Memorandum on Deficiencies in the Personnel Program	146
Recommendations of the 1962 (Kirkpatrick) Task Force on Personnel Management in CIA	149
Supergrade Administration, 1962 and Prior	154
Personnel Planning and Forecasting	158
Getting Out the Work, 1963	166

Approved For Release 2000/05/16 : CIA-RDP81-00314R000600040003-4

SECRET

SECRET

Approved For Release 2000/05/16 : CIA-RDP81-00314R000600040003-4

Manpower and Position Management, 1964	169
Another IG Survey, 1964	174
Passage of the CIA Retirement Act, 1964	176
Review of Career Management Activities	177
Changed Concept of the JOT/CT Program, 1965	181
1966 Reorganization and Staffing, Office of Personnel	187
Last Look, 1968	189
V. Administering to the Human Side	
The Search for Tangible Benefits	193
The Legislative Program, 1952-56	196
Administrative Authorities Task Force, 1967	200
The "Most Important Benefit" -- Early Retirement, 1950-64	202
The Insurance Program, 1948-66	208
The Services Program	216
Casualty Assistance	216
Honor and Merit Awards	220
Suggestion and Invention Awards Program	226
Public Service Awards	230
The Agency Credit Union	232
Bits and Pieces	234

Approved For Release 2000/05/16 : CIA-RDP81-00314R000600040003-4

SECRET

Approved For Release 2000/05/16 : CIA-RDP81-00314R000600040003-4

Tables

1. OP Budget Summary, 1951-56	105
2. Military and Civilian Strength, 1948-68	134
3. Projection of Recruitment Workload, 1963	159
4. Accessions and Separations, 1956-65	161

Figures

1. 1949 Organization Chart, CIA	12
2. 1953 Personnel Organization	37
3. Office of Personnel, July 1954	101
4. Hump Chart, 1959	121
5. Professional and Managerial Staff, CIA, Anticipated Flow, 1967	182

Appendices

A. Sources, Including Oral History Excerpts (1 - 189)	
B. Chronology, 1946-68	
C. Personnel Directors, 1947-72	
D. Roster of Career Service Boards and Panels, 1 July 1956	
E. List of Background Documents	
F. Index	

Approved For Release 2000/05/16 : CIA-RDP81-00314R000600040003-4

Approved For Release 2000/05/16 : CIA-RDP81-00314R000600040003-4

SEND WILL CHECK CLASSIFICATION TOP AND / TO
CLASSIFICATION / CONFIDENTIAL SECRET

OFFICIAL ROUTING SLIP

TO	NAME AND ADDRESS	DATE	INITIALS
1	25X1A [REDACTED]		
2			
3			
4			
5			
6			
ACTION	DIRECT REPLY	PREPARE REPLY	
APPROVAL	DISPATCH	RECOMMENDATION	
COMMENT	FILE	RETURN	
CONCURRENCE	INFORMATION	SIGNATURE	

Remarks:

Herewith the Final on Personnel Administration,
An Overview and the copy which you edited.

APP. E and F were added after your editing

25X1A
[REDACTED]

TAPES - TRANSCRIPTS - and Back
Ground Documents Sent 29 MAR 73

FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.		DATE	
25X1A [REDACTED] R. 312 MAG Ext 2743		22 MAR 73	
UNCLASSIFIED	CONFIDENTIAL	SECRET	

FORM NO. 237 Use previous editions (40)
1-67

Approved For Release 2000/05/16 : CIA-RDP81-00314R000600040003-4